

FY 80 EEO Goals, Keyed to FY 79 Plan

The keystone of the success of EEO and Affirmative Action programs is supervisory and management commitment."

## ACCOMPLISHMENT REPORT

### II Discrimination Complaints

Problem - 180 is hardly "prompt" period for settlement of complaints and this time frame is not being complied with. In addition, there is still feeling in some quarters that lodging of an EEO complaint results in negative effect on careers or leaves one with a "bad reputation."

Objective - DDS&T and DDA have agreed to assign investigators to the EEO effort. Ensure that DDO and NFAC do likewise and make a greater effort to reach decisions/settlements within the 180 period.

Problem - Many EEO appointees are still improperly trained or are being volunteered without regard to their EEO views.

Objective - Ensure that EEO people get proper orientation and training, even if it means CIA must supplement the EEO budget in order to expand training facilities. Replace inefficient EEO counselors.

### III Recruitment

On page 9 there is a rather long discussion of the action taken in this area, reflecting some movement but not at an acceptable rate. If the Agency is serious about its 20-5-2 plan, some Affirmative Action will be necessary. It is unfair to ask women who have been waiting 15-20 years to keep on waiting while sufficient numbers of new women can be hired and moved up through the ranks. In addition, the DDO should be called upon to present a summary of its actions. DDO is not mentioned in the listings on page 11 and it is particularly in the DDO where women, long denied an active role in operations, are not reaching managerial levels.

Problem - Women and minorities are not being hired at a sufficient rate to meet the Agency's self-imposed 20-5-2 plan and are not being moved at a sufficient rate into all levels of the Agency.

Objective - Improve the recruitment rate of minorities and women. Once they are hired, use some imagination regarding their integration into the Agency structure, see that career plans are established and followed up on, including necessary modifications. (NB: It would be interesting to know how many female/minority hires of the last 2-3 years have already left the Agency and why.)

### IV FUST

It has long been a problem to find EEO managers (professionals) who are truly in touch with the day to day problems of Agency women and minorities. We view the concept of long-term EEO careers as self-serving and likely to pull those involved even further out of the mainstream. A more pertinent concept might be three year rotational tours into the EEO structure, beginning with the identification of appropriate personnel and proper training prior to being placed in an EEO position.

Problem - Promotion panels are not really being sensitive/sensitized to the development of women and minorities.

Objective - Once it is determined by a panel that a woman/minority employee is promotable, that person should be placed at the head of the promotable list to ensure that he/she falls into the promotion headroom. (A small bit of Affirmative Action here could change some statistics

Problem - Management level EEO personnel are not always in touch with the problems of the people they should be representing.

Objective - Make component level EEO appointments and the Women's Program Managers slotting on the basis of competitive selection. (All of the Agency's top five EEOs are male.)

Problem - The job of Federal Women's Program Manager is too big for one person.

Objective - Assign (by competitive appointment) Federal Women's Coordinators to each Directorate and make them directly responsible to the Directorate EEO, not<sup>to</sup> the Agency women's coordinator.

#### V Upward Mobility

Problem-There is not a sufficient number of formalized upward mobility programs in the Agency. The pervious goals of this section simply are not being met and, in some cases (e.g., the DDO) management has expressed doubt that the concept applies to a given Directorate

Objective - Ensure that all Directorates begin upward mobility programs (not just for higher grades) and institute career penalties for failure to get these programs started. (NB: Why are there no DDO figures given on page 16? Use DDO/IMS's program as an example - PDPs are at too high a level to be useful for junior officers and others whose potential can be identified much earlier than PDP programs acknowledge.)

#### VI Supervisory and Management Commitment

Problem - Supervisors/managers are not getting EEO training - enough or soon enough.

Objective - Increase the training capacity instead of complaining about the lack thereof. If we are serious about the goals we set for ourselves then we must ensure that we can at least make progress toward them.

Problem - There is no recourse to sanction or penalize supervisors and managers (men and women) who fail to comply with EEO.

Objective - Institute career penalties for managers and supervisors (men and women) who either ignore or fail to comply with EEO and Affirmative Action programs. Include EEO compliance statements/performance in every managers LOI and Fitness Report.

Problem - Women and Minorities are still not being given equal consideration for movement into management levels.

Objective - Make the review of all Directorate women and minorities for potential advancement to management levels and on-going and annual process. Reduce the level of the review to include GS-11s. Ensure the validity of the process used to make selections. Ensure that managers who fail to comply are not placed in positions of authority, but are, on the contrary, called to account for their failure.

#### VII Community Outreach

We fail to understand what this has to do with EEO

#### VIII Program Evaluation

The NAPA report pointed out that we have no effective EEO program evaluation. Management is already working on the problem but the fact remains that unless and until managers begin to suffer career sanctions or failure to comply with EEO the Agency's plan will also fail. The quote at the beginning of this paper says it all, and tells us why our problems remain despite all the lip service being paid EEO and Affirmative Action. Some progress is being made now to include women and minorities in the evaluation process.